



Tufts
UNIVERSITY

School of
Arts and Sciences

ANNUAL REPORT
2014-2015



Executive Summary

The School of Arts and Sciences is pleased to submit our Annual Report for 2014-2015. The report highlights noteworthy events from the past year, including student and faculty successes, as well as any less significant challenges. In administrative news, the provost appointed James M. Glaser the dean of the school from his interim dean position. Dean Glaser is honored to serve the school and university from his new post.

Among our more gratifying accomplishments this year was completing the school's strategic plan. We are making progress in establishing metrics and implementing the plan's recommendations, each of which is designed to strengthen our school and the undergraduate and graduate experience.

The Graduate School of Arts and Sciences admitted its largest ever class for Masters of Science degrees and its second largest number of Ph.D. students. Building upon this success in recruitment and enrollment, the graduate school will begin the next academic year with a focus on improving the quality of the graduate programs and increasing diversity, and on increasing financial aid, particularly summer support.

In curricular changes and developments, the faculty voted unanimously to approve a new interdisciplinary Film and Media Studies major and minor. The program, which has an international outlook, satisfies a longstanding demand for this type of offering and furthers Tufts' commitment to globalism and diversity. The faculty also approved a new second major in Education. Along with its liberal arts orientation, the program prepares students for first jobs in teaching, educational policy, and education administration.

The School of Arts and Sciences also strengthened its relationship with other schools in significant ways. We collaborated with Tisch College to develop a curriculum for the 1+4 Bridge Service Learning Program; worked on cross-school faculty exchanges with the Friedman School of Nutrition; continued the harmonious relationship with the School of Engineering with the hiring of a bridge professor and other collaborative solutions to student demand for cognitive science; and explored the possibility of a joint Ph.D. program with the Fletcher School.

In January, we completed collective bargaining with the Service Employees International Union (SEIU) and finalized an agreement for the part-time faculty. Subsequently, our full-time faculty voted to organize and we are currently negotiating a contract for our full-time lecturers.

As evidence of our national prestige, Tufts made two appearances at the White House this year. In November, members of the Tufts Gospel Choir performed at the holiday staff party, and in March, first-year student Harry Paul presented his research to President Obama at the 5th annual White House Science Fair. In a third presidential "appearance", a paper on climate change by Assistant Professor of Earth and Ocean Sciences Andrew Kemp was cited by President Obama in his State of the Union speech.

This summer, faculty began moving into 574 Boston Avenue. When it formally opens in September, the renovated space known as Tufts' Collaborative Learning and Innovation Complex (CLIC) will have an immediate impact on innovation and research, allow us to attract and retain the best and brightest faculty we can, and support a world-class education for our students.

The committee on Faculty Work/Life administered a dependent needs survey and will make recommendation on its findings in the fall. They also undertook to improve work/life policies for graduate students, create a formal website for

faculty work/life matters, and expand lactation spaces – all improvements that will help us meet the personal and professional needs of our diverse community.

In an exceptional year for our student scholars, we set an institutional record with 41 students and recent alums offered nationally competitive awards, including 11 Fulbright scholars. Our students achieved individual and team success in athletics as well. The Tufts softball team won their third straight NCAA National Championship after completing a perfect season—becoming the first DIII softball program to win three consecutive titles. Men’s soccer seized the championship as well, and junior Mitchell Black won the NCAA 800 meters in the fall and winter. Men’s lacrosse earned its second straight NCAA crown. Boosted by these achievements, the varsity athletics program finished ninth among the 400-plus schools that compete in the Learfield Sports Directors’ Cup.

In April, the school held its inaugural Arts Festival, a four-day celebration of the rich and varied arts community at Tufts. The festival is part of a growing commitment to showcasing Tufts’ vibrant arts scene to audiences within and beyond Tufts.

Last year, we began an effort to increase awareness and elevate the perception of Tufts among our peer institutions. Our first effort – a promotional campaign targeting recipients of the *U.S. News and World Report* survey – produced encouraging results, while also raising internal awareness of Tufts’ many areas of distinction. In its second phase, we hope to introduce the campaign to our own graduates in order to increase alumni pride and stimulate giving.

Student activists made themselves heard this year by showing support for our custodial staff, voicing concern about the university’s investments in fossil fuels, and participating in the Black Lives Matter movement, among other causes. While these demonstrations disrupted campus life, we recognize the right of students to gather in peaceful protest in support of the causes they believe in.

Admissions

Undergraduate Admissions. The School of Arts and Sciences sustained its historic momentum in undergraduate admissions for the second consecutive admissions cycle. For the fourth time in five years, applications to the school reached a record high, as 15,382 students competed for 1,100 places in next year’s entering A&S class. The pool reflects a small increase over last year’s record and sustains the 16 percent increase the school has experienced since 2010. A&S also set a new record for selectivity with an acceptance rate of 16 percent, down from 18 percent the previous year. This sustained selectivity was coupled with a record yield on our admissions offers. Fully 46 percent, up from last year’s record of 42 percent, enrolled in the first-year A&S class, a reflection of Tufts’ appeal to high quality undergraduates. The standardized testing profile of the entering class continues to remain strong: the mean rank of enrolling students is top five percent of their graduating high school class (when rank is reported) with a mean SAT composite score for enrolling A&S students of 1430, steady with the mean for the Class of ‘18. Mean scores on the critical reading and math sections are 713 Critical Reading and 717 Math.

Sustaining Diversity. Students of color represent 27 percent of the domestic cohort of the incoming first-year class in A&S, a four-point drop from last year’s 10-year high. Another 129 entering A&S students are foreign citizens, a dramatic jump of 47 percent over the Class of 2018. Students of color represent a third of the incoming A&S class when the racial identities of domestic and international students are combined. A&S budgeted and awarded \$18.5 million for need-based financial aid for next year’s first-year class; 32 percent of the A&S class is comprised of grant recipients, down from last year’s 10-year high of 38 percent. Roughly 10 percent of the incoming class received Pell grants.

Graduate Admissions. The Graduate School of Arts and Sciences had an excellent year in admissions. Due to important changes in the strategy, outreach, and processing of applications, the school completed its strongest admission cycle since the peak of the recession that began in 2009. The school received 734 applications for admission to our doctoral programs during the academic year, an almost five percent increase from the previous year and our first increase since the academic year of 2012-2013. Similar to last year, 23 percent of the applicants were admitted to our doctoral programs. Altogether, 43 percent of the 166 admitted students are planning to attend the GSAS in fall 2015, a yield that is consistent with the patterns of the last five years. Fifty percent of the enrolling doctoral students are women and 10 percent are domestic minority students. For programs with more than 30 applicants, psychology (12 percent), cognitive science (13 percent) and biology (16 percent) were the most selective doctoral programs and also the most successful in yielding students (all greater than 47 percent) for the fall. Among the smaller programs, chemical physics, occupational therapy, education, and history also were very successful in enrolling selected students for the fall (all greater than 67 percent). Based on their academic excellence and contribution to the diversity of the class, GSAS awarded five Provost's Fellowships, three Dean's Fellows in the Arts and Humanities, and five Dean's Fellows in the Social and Natural Sciences to incoming doctoral students.

The Graduate School of Arts and Sciences evaluated 1,329 applications to master's-level programs during this academic year (excluding the SFMA's Master of Fine Arts program). This is a two percent increase from the previous year and our biggest increase since the academic year of 2010-2011. The number of Master of Science applicants was at an all-time high, while Master of Arts applications held steady, reversing several years of decline. Approximately 46 percent of these applicants were admitted, and 44 percent of these admitted students plan to enroll in fall 2015 - our highest yield in four years. Of the enrolling master's-level students for whom data is available, 76 percent are women and 16 percent are domestic minority students. Philosophy (15 percent), biology (21percent), and art history and museum studies (24%) were the most selective master's level programs. Among professional master's degree programs, occupational therapy (62 percent) and school psychology (54 percent) had the highest yields. Museum education (75 percent) and music (67 percent) had the highest yields among academic master's degree programs.

Students

Undergraduate. In February and May, 1,073 students in the School of Arts and Sciences received an undergraduate degree (675 B.A. degrees and 398 B.S. degrees); 69 students graduated from the College of Special Studies with a B.F.A. (including five combined B.F.A./B.A. degrees).

The Class of 2015 saw 138 honors theses completed by A&S seniors, an increase from last year. In the realm of nationally competitive scholarships and fellowships, it was another successful year for A&S undergraduates, and for Tufts overall. Sophomore Erin Fong was named a Goldwater Scholar, a rare honor for a second-year student. In another important competition, 13 current and former Tufts undergraduates won National Science Foundation Fellowships for graduate study (GRFP), and five more Tufts undergraduates and recent alumni received Honorable Mentions for the award. In the social sciences, one student (Onika Williams) won the Coro Fellowship, and one (Jennine Sawwan) the Humanity in Action Fellowship. We continue our strong standing in the Fulbright competition, with 11 students poised to begin Fulbright placements in 2015-16.

This summer, 53 students participated in Tufts' Summer Scholars Program, which enables undergraduates to engage in full-time research under the mentorship of Tufts faculty members from all schools. In our first year recording numbers for summer scholars who receive financial aid, the number of recipients is well over half (30 out of 53). We continued the housing scholarship program in which summer scholars who receive financial aid are eligible to receive a housing scholarship and a full meal plan, over and above the \$3,500 stipend. We had 18 applicants for the 15 spots, and many

students reported that they would not have applied for the program without the additional funding. We hope to expand this program in future years so that all qualified students receive aid. Recruiting underrepresented minorities continues to be a challenge for the program; increasing racial diversity in the program is a primary goal for the future.

Last summer, The Bridge to Liberal Arts Success at Tufts (BLAST) welcomed its third cohort of 26 first-year students. These students participated in a six-week summer pre-matriculation program, followed by a fall semester advising seminar, peer mentoring, tutoring, and other forms of faculty and peer support. By May 2015, all 26 BLAST students successfully completed their first year at Tufts (a 100 percent retention rate). BLAST also boasts a 100 percent retention rate in its first two cohorts. Fifty-nine percent of the first cohort of BLAST Scholars, now juniors, studied abroad, a much higher percentage than their peers with similar family/educational backgrounds in control groups.

Graduate School. In 2014-2015, The Graduate School of Arts and Sciences conferred 330 master-level degrees, 15 education specialist degrees, and 52 doctoral degrees, as well as 21 professional certificates. Our graduate students excelled in the academic arena, winning numerous accolades and fellowships for their research and scholarship. Students were recognized in a variety of fields at the national level as well, including American Psychological Association Dissertation winners, a DOW Sustainability Innovation Student Challenge winner, and a Doris Duke Fellowship recipient for the Promotion of Child Well-Being. Finally, this year the Office of the Dean of the Graduate School of Arts and Sciences awarded 161 graduate students across 32 graduate programs funding to travel across the US and to 15 countries to present their scholarship at professional conferences, meetings, and/or seminars.

GSAS continues to provide a range of professional development workshops, with more than 300 graduate students attending 22 programs and seminars throughout the year. In response to student demand, we added five new workshops and new networking components to this year's offerings. This year we also introduced a counterpart to our successful Graduate Institute for Teaching (GIFT) program. The Graduate Research Excellence at Tufts (GREAT) program helps to prepare doctoral candidates in the sciences for academic careers in research. In this pilot year, the program was available in eight academic programs and 15 fellows participated.

Faculty

Promotions. We added outstanding teacher/scholars to our tenured ranks this year. Clay Bennett (chemistry), Amahl Bishara (anthropology), Erik Dopman (biology), Moon Duchin (mathematics), Brian Epstein (philosophy), Joshua Kritzer (chemistry), Danilo Marchesini (physics and astronomy), Alisha Rankin (history), Pablo Ruiz (romance languages), and Cristian Staii (physics and astronomy) were promoted from assistant to associate professors without limit of time, as were Melissa McInerney (economics), and Sigrún Svavarsdóttir (philosophy) whom we hired laterally at the associate professor rank. The new full professors are Bárbara Brizuela (education), Ioannis Evrigenis (political science), Catherine Freudenreich (biology), Margaret McMillan (economics) and Hugh Roberts (history), as well as Pedro Palou (romance languages) and Aniruddh Patel (psychology) who were promoted to full professor without limit of time.

Retirements. We celebrated the retirements of several valued faculty members in AY15–16. Paula Aymer (sociology), James Jennings (UEP), Howard Malchow (history), George Norman (economics), and Deborah Panini Hernandez (anthropology), have all ended their regular teaching responsibilities to the school. We also celebrated the retirement of Bruce Reitman as Dean of Student Affairs Emeritus. In July, the Arts and Sciences community lost two well-respected professors, History Professor Christopher Schmidt-Nowara, and Associate Professor of Sociology James Ennis. Chris passed away after a brief illness while visiting his daughter in Paris, and Jim died unexpectedly after a long illness. We value their commitment to A&S, and we will miss their presence and contributions to the school.

Hiring. In AY14-15, we hired 20 new tenure-stream faculty members (17 assistant professors, one associate professor, and two full professors). Of the new assistant professors, two of the most impressive were hired via the new Mellon Bridge program in the humanities: Kareem Khubchandani (Drama and Dance, Women's Gender, and Sexuality Studies) and Riccardo Strobino (Classics, Philosophy). One of our full professor hires, Jan de Ruiter, is the first person hired under the Provost's Bridge Professorship program. Professor de Ruiter, a cognitive scientist, will be a member of both Psychology (in Arts and Sciences) and Computer Science (in the School of Engineering). We were thrilled to hire Malcolm Turvey, the first Sol Gittleman Professor, who will serve as the inaugural director of the new Film and Media Studies Program. The level of talent and accomplishment of the faculty we have been able to hire continues to be very high. We have also hired 13 new full-time, non-tenure track faculty. All of these faculty members were our first choice. Of our 33 new full-time colleagues, 18 are women and 15 are men; seven are members of underrepresented groups.

Also of note, the full-time faculty members joined the part-time faculty members in forming a local unit of the Service Employees International Union (SEIU). The part-time unit and the administration finished negotiating our first three-year contract, which went into effect mid-year. Negotiations with the full-time unit will take place in AY15-16.

Scholarship, Awards and Achievements

Our faculty have not only excelled at traditional academic pursuits, but many of them also made an impact by expanding global educational opportunities and to the cause of social justice more generally. There is not sufficient room to list all of the scholarly accomplishments of our faculty across so many disciplines. What follows is just a sampling of the many achievements of our faculty members during the past year.

Major grants in the Social Sciences and the Humanities. Professor of Education and Dean of Faculty Affairs for Arts and Sciences Bárbara Brizuela was awarded a \$1.8 million grant for STEM education from the Robert Noyce Teachers Scholarship program, which will be used to fund teaching fellows through the Urban Mathematics and Science Teacher Collaborative. The program's primary goal is to keep teachers teaching. Fellows will work with Tufts faculty to improve math and science teaching and learning in grades 1 through 12. In June, Marie-Claire Beaulieu, Assistant Professor of Classics, received a grant for \$897,000 from the Mellon Foundation to continue developing Perseids, a platform that is part of the Perseus project and concentrates on using digital techniques and resources to enhance learning across the humanities.

New interdisciplinary initiative. Lisa Lowe, Professor of English – along with Kris Manjapra, Associate Professor of History, and Kamran Rastegar, Associate Professor of Arabic Studies – has launched a *sui generis* initiative in the Comparative Global Humanities, the purpose of which is to unite faculty in the humanities (including the arts and the humanistic social sciences) in rethinking world-wide history and politics through a humanistic lens. In addition to receiving internal funding from Tufts Collaborates! and from the A&S dean's office, this initiative was awarded the opportunity to convene a prestigious Mellon Sawyer Seminar in the Humanities via a grant for \$175,000. The grant allows Tufts faculty members and students to collaborate virtually with faculty at seven other universities to convene eight seminars.

Awards and other honors. Timothy Atherton, Assistant Professor of Physics, was awarded the 2014 GLBT Educator Award by the National Association of Gay and Lesbian Scientists and Technical Professionals. He has been a profession-wide leader in applying diversity theory and drawing a wide variety of students to the study of physics. Gilbert E. Metcalf, Professor of Economics, was recently named to the Environmental Protection Agency's advisory panel on Economy-Wide Modeling of the Benefits and Costs of Environmental Regulation. Andrew Kemp, Assistant Professor of Earth and Ocean Sciences, published a paper showing that seawater levels along the East Coast rose faster in the 20th century than they did over the previous two millennia; his paper was cited by President Obama in the 2015 State of the

Union address. Associate Professor of Art History Adriana Zavala curated a critically acclaimed exhibition at the New York Botanical Garden that celebrated the life and work of Mexican painter Frida Kahlo.

Grants and Fellowships. In addition to the aforementioned grants, our faculty secured new grants and fellowships from numerous agencies and foundations including: the Girl Scouts of USA, Dana Foundation, the Institute of Museum and Library Services (IMLS), U.S. Department of Labor (DOL), Paul S. Veneklasen Foundation, U.S. Army Research Office (ARO), Ishiyama Foundation, Kress Foundation, U.S. Department of Energy (DOE), Defense Advanced Research Projects Agency (DARPA), Research Corporation for Science Advancement (RCSA), National Institutes for Health (NIH), the National Science Foundation (NSF), and National Aeronautics and Space Administration (NASA).

Despite the continuing economic constraints on federal and private funding, A&S faculty members' collective research portfolio grew 11.8 percent with total annual awards of \$25.2M of which \$5.22M represents recovered indirect costs. The growth exceeded our expectations and can be attributed to the more than 30 new awards received last year. Overall, A&S faculty members in FY15 submitted approximately 300 institutional grant proposals with an average hit rate of 46 percent.

Administrative Initiatives

Development. The A&S development team had a very strong year. The school raised \$32.5M, surpassing its overall FY2015 fundraising goal of \$28.9M. This achievement was the largest of all the other schools (the next largest was Friedman/HNRCA at \$22.9M). Of this \$32.5M raised by the school, \$7.3M was for the annual fund, which represents 105 percent of the school's \$6.9M annual fund goal. The school added another \$25.2M in major gifts, which represented 115 percent of its \$22M capital gift goal.

Budget and Planning. The School of Arts and Sciences is approaching the future with guarded optimism, as we attempt to meet our needs and achieve ambitious goals during the current climate of austerity and economic restraint. First among our challenges is sustaining our commitment to full-need financial support for undergraduates while we strive to attract a more diverse student population. The growth in demand for accessibility services also requires an investment in accommodations and improvements in classroom spaces, as well as in up-to-date assistive technology for all students who need it. In a collaborative project with the School of Engineering, we look forward to providing faculty research facilities and student learning spaces at 574 Boston Avenue when we officially open the Collaborative Learning and Innovation Complex (CLIC) this fall. We will also work to achieve our goals of minimizing tuition increases and rewarding faculty success.

Communications. Communications focused its efforts on improving the school's digital presence and sharing the school's achievements with the larger community. Among our new initiatives were *Ahead of the Herd*, an e-letter highlighting student and faculty achievement, as well as a summary of the month's featured stories. In July, we launched a new information-rich, easy-to-navigate graduate website designed to increase enrollment and improve the graduate school's reputation. The state-of-the-art site complements other soon-to-be-launched web projects, resulting in a more uniform experience for visitors across the university and greater engagement with our audiences.

Working with the dean, the department developed a marketing campaign aimed at improving Tufts' *U.S. News and World Report* ranking. The brochure illuminated lesser known facts about the university and elicited excitement from within and outside of Tufts. We look forward to conducting a similar experiment to increase institutional pride and stimulate alumni giving.

Tisch Library. Operating with a revised mission statement and a new strategic plan, Tisch Library increased its effectiveness in supporting teaching and research at Tufts. The library enhanced the equipment in the Digital Design Studio recording room and added a large format printer with available design consultations. The Tufts libraries launched a new image database, named Trove. Designed for the extensive needs of the Department of Art and Art History, Trove enables all faculty to teach with images in a password protected space, with features for organization and presentation built in to facilitate class use.

A&S Board of Advisors. The board continues to be chaired ably by David Rone, who is also a trustee, and by Nancy Glass as the vice chair. Board members had a very active year and met three times: November in Medford, January in Los Angeles, and April in Medford. A variety of topics were covered at each of those meetings, including: school-based strategic planning; faculty unionization; student activism on campus; a vision for the upcoming capital campaign; understanding finances of the school; administrative challenges within the school; upcoming facilities projects; and enhancing Tufts' reputation, which led to the *U.S. News and World Report* project described above. In April, board members visited the almost completed CLIC building and participated in the dedication of the new Jumbo statue. Most of the subcommittees were on hiatus this year. However, upon being named dean of the school, Jim Glaser forwarded three potential members to the Nominating and Governance Subcommittee for consideration: Rob Gheewalla, Michael Lainoff, and Mariann Youniss. All three were approved by the advisors and by the university. We anticipate they will make excellent board members, and we look forward to working with the entire board as we build support for the upcoming capital campaign.

Strategic Planning. The initial phase of the [strategic planning](#) process concluded this year with a published document in January 2015. The plan was informed by the faculty members, administrators, advisors, and students who participated in thoughtful discourse about the strategic direction of the school. The administration is thankful for the dedication of the committee members who participated in drafting the plan and to Vickie Sullivan, who served as co-chair of the committee. We look forward to working together to implement pieces of the plan in conjunction with and independent of the capital campaign effort.